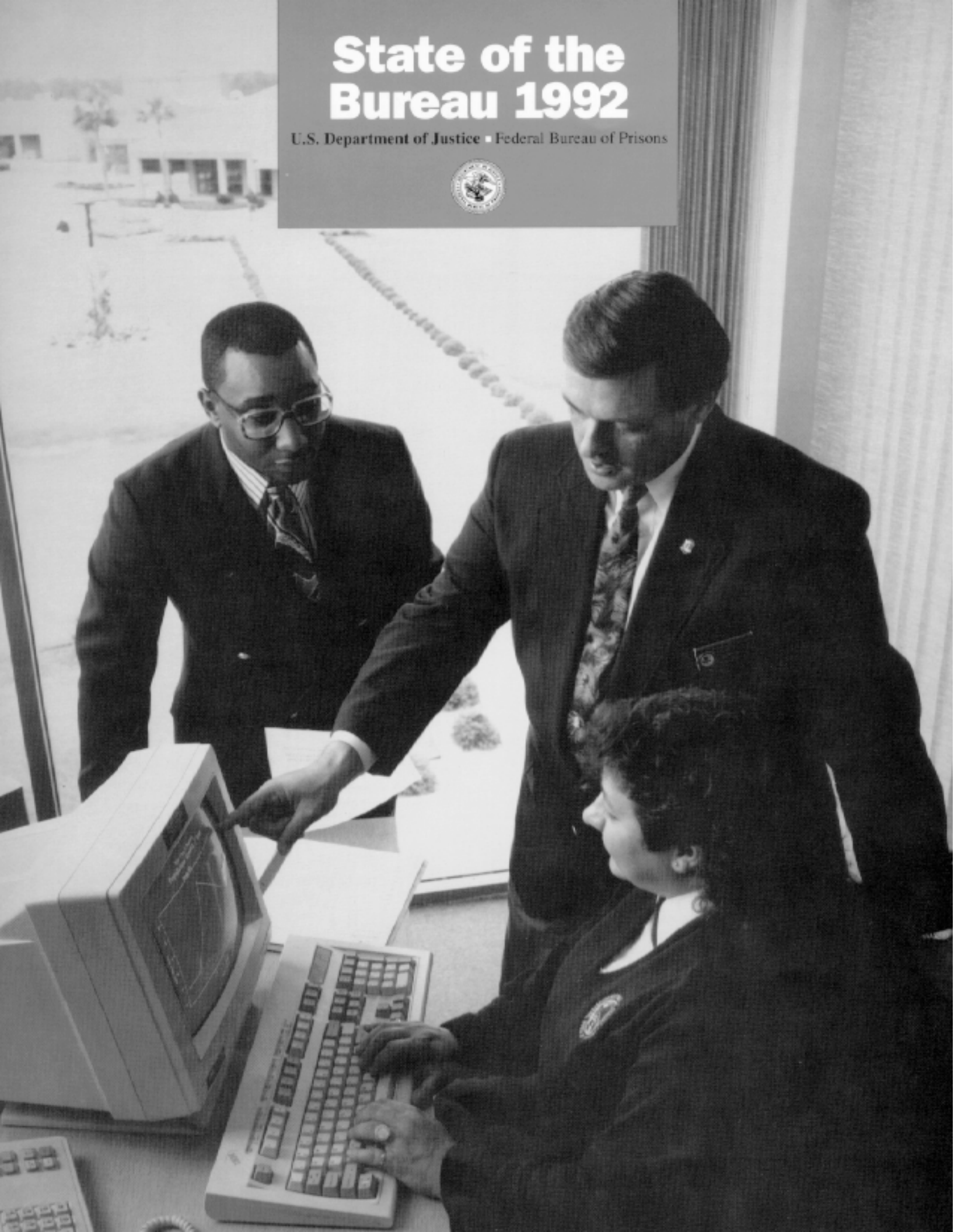


State of the Bureau 1992

U.S. Department of Justice • Federal Bureau of Prisons



Federal Bureau of Prisons Mission Statement

The Federal Bureau of Prisons protects society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, and appropriately secure, and which provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

Cultural Anchors/Core Values

n *Bureau family*

The Bureau of Prisons recognizes that staff are the most valuable resource in accomplishing its mission, and is committed to the personal welfare and professional development of each employee. A concept of "Family" is encouraged through healthy, supportive relationships among staff and organization responsiveness to staff needs. The active participation of staff at all levels is essential to the development and accomplishment of organizational objectives.

n *Sound correctional management*

The Bureau of Prisons maintains effective security and control of its institutions utilizing the least restrictive means necessary, thus providing the essential foundation for sound correctional management programs.

n *Correctional workers first*

All Bureau of Prisons staff share a common role as correctional worker, which requires a mutual responsibility for maintaining safe and secure institutions and for modeling society's mainstream values and norms.

n *Promotes integrity*

The Bureau of Prisons firmly adheres to a set of values that promotes honesty and integrity in the professional efforts of its staff to ensure public confidence in the Bureau's prudent use of its allocated resources.

n *Recognizes the dignity of all*

Recognizing the inherent dignity of all human beings and their potential for change, the Bureau of Prisons treats inmates fairly and responsively and affords them opportunities for self-improvement to facilitate their successful re-entry into the community. The Bureau further recognizes that offenders are incarcerated as punishment, not for punishment.

n *Career service orientation*

The Bureau of Prisons is a career-oriented service, which has enjoyed a consistent management-philosophy and a continuity of leadership, enabling it to evolve as a stable, professional leader in the field of corrections.

n *Community relations*

The Bureau of Prisons recognizes and facilitates the integral role of the community in effectuating the Bureau's mission, and works cooperatively with other law enforcement agencies, the courts, and other components of government.

n *High standards*

The Bureau of Prisons requires high standards of safety, security, sanitation, and discipline, which promote a physically and emotionally sound environment for both staff and inmates,

Cover Photo: Among the tools that the Bureau of prisons has integrated into the planning process are automated information systems. Pictured, left to right: Nathan W. Carrington, Unit Manager; Gene Harris, Executive Assistant; and Lieutenant Brenda Hearn, Federal Correctional Institution, Jesup, Georgia.

From the Attorney General

I'm very pleased to be able to introduce the 1992 edition of the *State of the Bureau*. Since I became Attorney General earlier this year, one of my priorities has been to acquaint myself with the Federal Bureau of Prisons and its many and varied operations. For the past few years the Bureau has been the largest component of the Department of Justice, certainly it is the component that has undergone the most significant growth.

That the inevitable growing pains have been handled as smoothly as they have is a tribute to the professionalism and sense of service of the more than 25,000 men and women who make up the Bureau's workforce. The American people can consider themselves fortunate to have such dedicated public servants.

Last summer I, along with hundreds of thousands of other south Floridians, witnessed first-hand the incredible devastation caused by Hurricane Andrew. The only value to this tragedy was that it brought out the best in so many people—prominent among them the Bureau of Prisons staff members at Miami and Homestead, who stuck to their posts maintained security, and kept their inmate charges safe, although many staff members could not even contact their own families.

After the hurricane, Bureau staff from around the Nation responded to their coworkers' loss of homes and possessions with an outpouring of support. Despite the losses, and the total destruction of the Homestead prison camp, Bureau staff went right to work rebuilding the detention center in Miami, and I am proud to announce that it was rededicated in February of this year—a major feat of logistics, coordination, and plain hard work.



Chief Crawford 1992

Although 1993 brings a new administration, a new Attorney General, and a new Director of the Bureau of Prisons, under our system of government there is always a great deal of continuity. Principles we all cherish will remain the foundation of our work—accessibility and openness to all citizens, a workforce that reflects the true diversity and strength of America, and sound decision-making that is guided by what is right under the law.

At the same time we all know that we are in an era of limited resources, and

we must harness every bit of creativity we possess to find workable, cost-effective solutions to very large problems. We must treat prison bedspace as a scarce resource, used for the protection of society by housing offenders who truly threaten our communities. For those who pose no risk to the public, community-based alternatives to incarceration better serve the goals of justice and the needs of the offender. We must develop prevention and early intervention programs that will reduce strains on the prison system by reducing the number of people who enter the criminal justice system in the first place. We in the criminal justice system must be sensitive to the needs of victims in everything we do.

I am confident that Federal Bureau of Prisons staff will help meet these challenges, as they have met so many others outlined here in the 1992 *State of the Bureau*.

A handwritten signature in dark ink, which appears to read "Janet Reno". The signature is fluid and cursive, with a large, stylized "J" and "R".

Janet Reno
Attorney General



From the Director

At the end of 1992, a major transition occurred in the Federal Bureau of Prisons. On December 4, I was named the Bureau's 6th director. J. Michael Quinlan, who had served with the Bureau for 21 years—and as director since 1987—stepped down to move into retirement. Mike Quinlan took on the daunting task of steering the Bureau through a period of unprecedented growth—a near-doubling of the inmate population and the addition of more than 20 new correctional facilities—while developing the organizational structures to support this huge increase in size.

Despite these sweeping changes, the Bureau remains an excellent organization, with a strong sense of family. Mike Quinlan's working philosophy was that staff are our most important resource—and he supported enhancements to our recruitment, training, career development, and affirmative action programs. He increased the Bureau's reliance on strategic planning and management information systems to help ensure that leaders made informed decisions. He led outreach efforts to other law enforcement agencies and the community, spearheaded the Bureau's exploration of various intermediate sanctions, and stressed the importance of offenders' reintegration into the community.

Transition is often a challenging time for any organization; however, the Bureau's strong foundation will serve us very well. This time of transition will be characterized not by dramatic changes, but by continued professional growth and organizational improvement.

Throughout the Bureau's history, it has always been a career agency, with leaders who develop by moving up through the ranks and a variety of different positions. In my career, I began in 1976 as a psychologist at the Federal



Correctional Institution (FCI), Morgantown, West Virginia, and in 1983 became chief of psychology services there. I was an instructor and later director of staff training at the Staff Training Academy in Glynnco, Georgia; associate warden of FCI Ft. Worth, Texas; warden of FCI Butner, North Carolina; and assistant director for the Program Review Division, which coordinates and facilitates the Bureau's strategic management, program oversight, and planning processes.

The Bureau's program review and strategic planning systems have been integral in meeting the recent challenges of rapid growth in our inmate population. This *State of the Bureau* details the enhanced management focus and the mechanisms designed to ensure that every aspect of our operations receives informed oversight—by all levels of management (the field, the regional offices, and the central office). This constant “fine-tuning” is absolutely necessary to help us continue to progress and to preserve not only the safe, secure, and humane institutions we are so proud of during the period of Government cost containment that lies ahead, but also the emphasis on programs that facilitate inmates' preparation for a productive—and hopefully crime-free—return to life in the community after release.

Having been the Bureau's Assistant Director for the Program Review Division from May 1989 to December 1992—and now being the Bureau's 6th Director—I am very proud to introduce to the readers of the *State of the Bureau* this issue's special focus on program review and planning. I welcome your comments on this issue, as well as on other aspects of the Bureau and its operations.

A handwritten signature in black ink that reads "Kathy Hawk". The signature is written in a cursive, flowing style.

Kathleen M. Hawk, Director

At left: **Federal Correctional Institution**, Jesup, Georgia.